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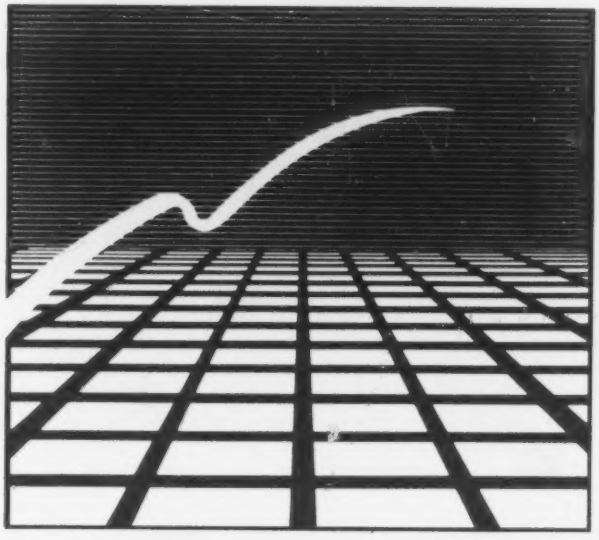

INFORMATION SYSTEMS STUDY 1985

FMI
FOOD MARKETING INSTITUTE

Information Systems Study - 1985

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The Food Marketing Institute (FMI) is a non-profit association that conducts programs in research, education and public affairs on behalf of its 1,500 members -- food wholesalers and retailers and their customers in the United States and overseas. FMI's domestic member companies operate over 17,000 retail food stores with a combined annual sales volume of $140 billion -- half of all grocery sales in the United States. More than three-fourths of FMI's membership is composed of independent supermarket operators or small regional firms. Its international membership includes more than 100 members from 40 nations.

F O R E W O R D

Information Systems Study - 1985

With the guidance of the Advanced Management Information System (AMIS) Committee, the 1985 survey has been refined to make a more concise and thorough study. New questions have been added in the area of personal computers as well as other areas. Questionnaires were mailed to the Vice President of Information Systems of FMI member companies with sales of $50 million or more. With follow-up mailings, usable questionnaires were returned by 86 companies. A copy of the questionnaire has been included in this report.

The survey results have been tabulated by size of company, and whether the company is a retailer or wholesaler. Where appropriate, the data has been weighted by size of company in calculating the reported means. For information systems (IS) expense as a percent of sales, actual information systems expense, and expected increase in information systems budget, a listing of the actual responses is shown, in addition to overall averages.

The companion publication, FMI's 1985 Information Systems Directory, provides information on hardware, software and systems development activities at 90 food retailers and wholesalers. It may be ordered from FMI's Publication Sales Department at a price of $50.00 for FMI members and $100.00 for non-members (an order form is included in the back of this report).

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FIGURE 1
AVERAGE INFORMATION SYSTEMS EXPENSE FOR THE CURRENT FISCAL YEAR

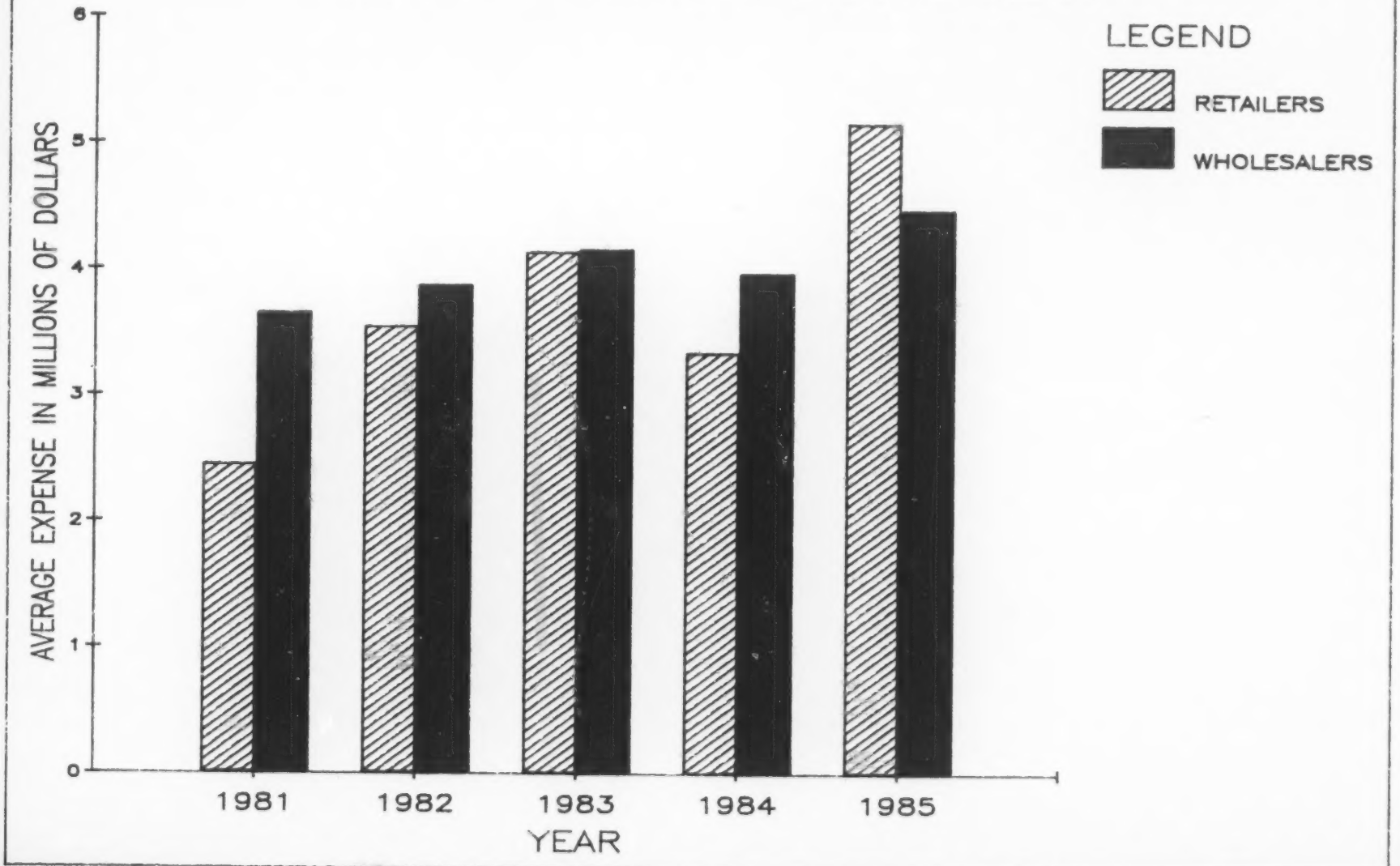

FIGURE 2
AVERAGE INFORMATION SYSTEMS BUDGET AS A PERCENT OF SALES

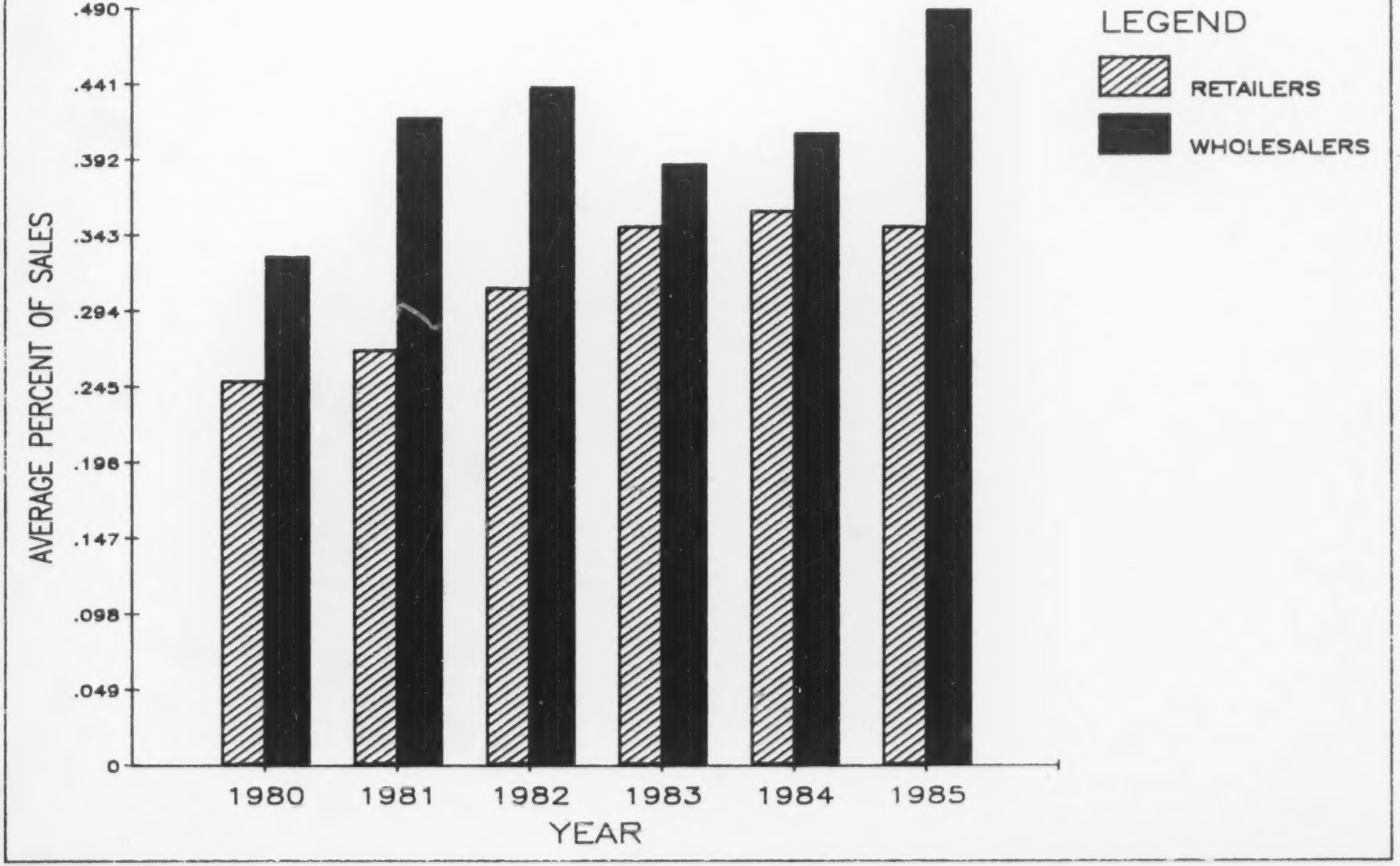

FIGURE 3
AVERAGE EXPECTED INCREASE IN NEXT YEARS INFORMATION SYSTEMS BUDGET

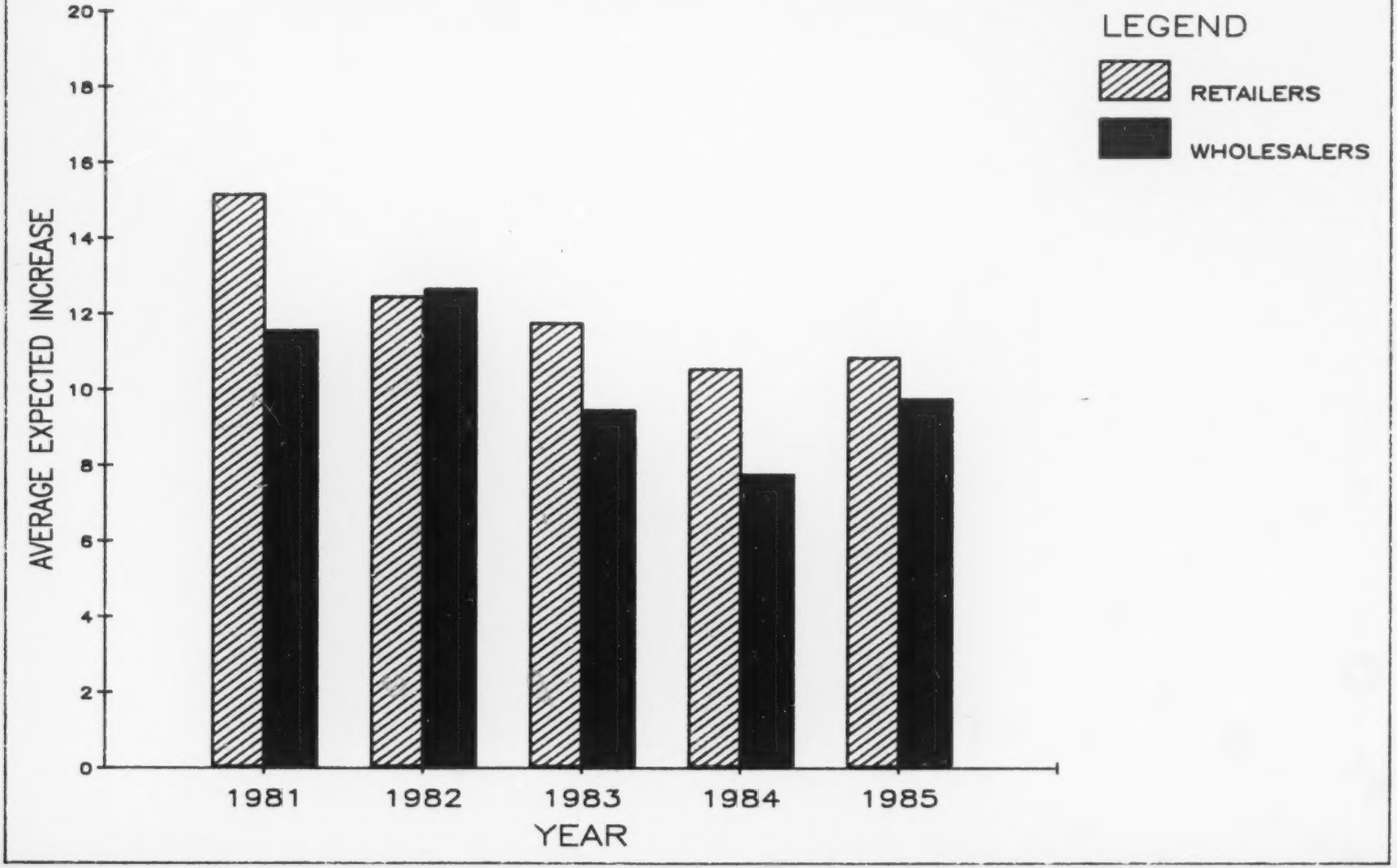

TABLE 1A
PERCENTAGE OF IS EMPLOYEES IN EACH JOB CATEGORY
--ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	84	7	15	15	26	21
IS ADMINISTRATION:						
GENERAL ADMINISTRATION	4.8	8.2	8.7	5.4	4.8	4.7
SYSTEMS:						
ADMINISTRATION & MANAGEMENT	4.0	5.8	3.9	2.5	5.0	4.0
DATA BASE/DATA ADMINISTRATION	1.5	.7	20.9	2.7	1.9	1.4
PROJECT MANAGEMENT	3.9	2.5	1.7	3.7	4.5	3.9
DEVELOPMENT(ANALYST/ PROGRAMMERS)	28.1	30.0	16.1	30.4	25.9	28.2
TECHNICAL SUPPORT	4.7	3.4	.4	5.0	4.9	4.7
OTHER	2.7	1.1	.9	.2	5.4	2.5
TOTAL SYSTEMS	44.9	43.5	43.9	44.6	47.6	44.7
OPERATIONS:						
ADMINISTRATION/ MANAGEMENT/SUPERVISION	7.9	6.0	7.0	6.0	8.1	7.9
OPERATIONS	25.9	31.7	15.2	27.8	15.5	26.6
OTHER	5.8	9.0	2.6	3.2	8.0	5.7
TOTAL OPERATIONS	39.6	46.6	24.8	37.0	31.6	40.2
ADDITIONAL SUPPORT AREAS:						
STORE SYSTEMS SUPPORT	3.3	.1	9.5	3.7	4.1	3.2
SCANNING SUPPORT	1.5	.1	11.5	1.6	4.0	1.3
INFORMATION CENTER	1.4			1.7	1.3	1.4
HELP DESK	1.3	1.2		3.0	2.3	1.2
DATA SECURITY	.3			1.0	.1	.3
TELECOMMUNICATIONS VOICE	1.6	.1	1.2		1.3	1.6
TELECOMMUNICATIONS DATA	.8	.1	.5		.6	.9
OTHER	.6			2.0	2.4	.5
TOTAL ADDITIONAL SUPPORT	10.7	1.7	22.7	13.1	16.0	10.3
AVERAGE NUMBER OF DATA ENTRY EMPLOYEES	28.5	7.5	2.9	6.0	8.6	36.6

NOTE: DATA WEIGHTED BY COMPANY SALES

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 1B
PERCENTAGE OF IS EMPLOYEES IN EACH JOB CATEGORY --RETAILERS

	AVERAGE	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS) $ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	62	4	14	10	20	14
IS ADMINISTRATION:						
GENERAL ADMINISTRATION	4.7	7.9	8.6	4.7	5.6	4.7
SYSTEMS:						
ADMINISTRATION & MANAGEMENT	3.7	6.3	4.3	2.4	5.6	3.6
DATA BASE/DATA ADMINISTRATION	1.9	.1	23.1	2.8	1.1	1.8
PROJECT MANAGEMENT	4.3	1.8	1.9	2.8	5.3	4.3
DEVELOPMENT(ANALYST/ PROGRAMMERS)	29.3	29.4	14.9	32.8	27.1	29.4
TECHNICAL SUPPORT	5.0	3.7	.5	4.9	4.1	5.1
OTHER	1.8	1.5		.3	1.8	1.8
TOTAL SYSTEMS	46.0	42.8	44.7	46.1	45.0	46.1
OPERATIONS:						
ADMINISTRATION/ MANAGEMENT/SUPERVISION	6.7	4.9	6.7	5.6	7.6	6.6
OPERATIONS	26.1	33.1	14.9	29.5	17.6	26.6
OTHER	3.9	10.4		2.1	4.7	3.9
TOTAL OPERATIONS	36.7	48.5	21.6	37.2	29.9	37.1
ADDITIONAL SUPPORT AREAS:						
STORE SYSTEMS SUPPORT	3.6	.1	10.5	3.5	5.0	3.5
SCANNING SUPPORT	1.2	.1	12.7	1.6	4.0	1.0
INFORMATION CENTER	1.8			1.7	1.5	1.8
HELP DESK	1.5	.1		3.5	2.7	1.4
DATA SECURITY	.3			.3	.1	.4
TELECOMMUNICATIONS VOICE	2.1	.1	1.3		1.4	2.2
TELECOMMUNICATIONS DATA	1.2	.1	.6		.8	1.2
OTHER	.9			1.4	4.0	.7
TOTAL ADDITIONAL SUPPORT	12.6	.7	25.1	12.0	19.5	12.2
AVERAGE NUMBER OF DATA ENTRY EMPLOYEES	26.3	11.9	2.9	5.9	8.9	34.4

NOTE: DATA WEIGHTED BY COMPANY SALES

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 1C
PERCENTAGE OF IS EMPLOYEES IN EACH JOB CATEGORY --WHOLESALERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)	
	AVERAGE	$ 50-499	$ 500 +
OTAL COMPANIES	22	9	13
IS ADMINISTRATION:			
GENERAL ADMINISTRATION	4.8	7.1	4.8
SYSTEMS:			
ADMINISTRATION & MANAGEMENT	4.7	2.6	4.7
DATA BASE/DATA ADMINISTRATION	.7	2.5	.7
PROJECT MANAGEMENT	3.1	5.8	3.1
DEVELOPMENT(ANALYST/ PROGRAMMERS)	25.4	24.7	25.4
TECHNICAL SUPPORT	4.0	4.9	3.9
OTHER	4.6	.4	4.6
TOTAL SYSTEMS	42.4	40.8	42.4
OPERATIONS:			
ADMINISTRATION/ MANAGEMENT/SUPERVISION	10.5	7.1	10.5
OPERATIONS	25.6	23.4	25.6
OTHER	10.1	6.9	10.1
TOTAL OPERATIONS	46.2	37.4	46.3
ADDITIONAL SUPPORT AREAS:			
STORE SYSTEMS SUPPORT	2.7	4.0	2.6
SCANNING SUPPORT	2.0	1.6	2.0
INFORMATION CENTER	.5	1.6	.5
HELP DESK	.9	1.8	.9
DATA SECURITY	.1	2.4	.1
TELECOMMUNICATIONS VOICE	.4		.4
TELECOMMUNICATIONS DATA	.1		.1
OTHER	-	3.2	
TOTAL ADDITIONAL SUPPORT	6.6	14.6	6.5
AVERAGE NUMBER OF DATA ENTRY EMPLOYEES	33.5	5.5	35.7

NOTE: DATA WEIGHTED BY COMPANY SALES

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 2A
BUDGET EXPENSES
--ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	68	7	9	13	19	20
BUDGET DOLLARS ALLOCATED TO IS DEPARTMENT SALARIES AND WAGES*	2109852	320245	126851	527078	1152729	5566633
TOTAL	68	7	9	13	19	20
BUDGET DOLLARS ALLOCATED TO ALL IS DEPARTMENT EXPENSES*	4941309	832536	311353	1344942	2881069	12757726
TOTAL	62	6	8	12	16	20
PERCENTAGE OF NET COMPANY SALES ALLOCATED TO IS DEPARTMENT (THIS FISCAL YEAR)**	.40	.41	.20	.49	.53	.37
TOTAL	62	7	8	13	17	17
ACTUAL IS EXPENSE AS A PERCENTAGE OF NET COMPANY SALES (MOST RECENT FISCAL YEAR)**	.38	.42	.26	.46	.46	.36
TOTAL	63	7	9	12	16	19
EXPECTED IS BUDGET INCREASE FOR NEXT FISCAL YEAR**	10.52	4.62	10.50	9.10	17.62	9.44

* UNWEIGHTED DATA

** DATA WEIGHTED BY INFORMATION SYSTEMS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 2B
BUDGET EXPENSES
--RETAILERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	44	4	8	6	13	13
BUDGET DOLLARS ALLOCATED TO IS DEPARTMENT SALARIES AND WAGES*	2235937	448698	129207	426721	1046983	6106285
TOTAL	44	4	8	6	13	13
BUDGET DOLLARS ALLOCATED TO ALL IS DEPARTMENT EXPENSES*	5190704	1170944	309772	1231913	2554983	13894058
TOTAL	40	3	7	6	11	13
PERCENTAGE OF NET COMPANY SALES ALLOCATED TO IS DEPARTMENT (THIS FISCAL YEAR)**	.35	.40	.22	.32	.50	.33
TOTAL	40	4	7	6	12	11
ACTUAL IS EXPENSE AS A PERCENTAGE OF NET COMPANY SALES (MOST RECENT FISCAL YEAR)**	.33	.40	.26	.29	.39	.33
TOTAL	42	4	8	5	13	12
EXPECTED IS BUDGET INCREASE FOR NEXT FISCAL YEAR**	10.87	4.62	10.96	11.98	18.78	9.42

* UNWEIGHTED DATA

** DATA WEIGHTED BY INFORMATION SYSTEMS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 2C
BUDGET EXPENSES --WHOLESALERS

	AVERAGE	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS) $ 50-499	$ 500 +
TOTAL COMPANIES	24	11	13
BUDGET DOLLARS ALLOCATED TO IS DEPARTMENT SALARIES AND WAGES*	1878694	440602	3095541
TOTAL	24	11	13
BUDGET DOLLARS ALLOCATED TO ALL IS DEPARTMENT EXPENSES*	4484085	1050977	7389024
TOTAL	22	10	12
PERCENTAGE OF NET COMPANY SALES ALLOCATED TO IS DEPARTMENT (THIS FISCAL YEAR)**	.49	.59	.47
TOTAL	22	11	11
ACTUAL IS EXPENSE AS A PERCENTAGE OF NET COMPANY SALES (MOST RECENT FISCAL YEAR)**	.48	.57	.47
TOTAL	21	11	10
EXPECTED IS BUDGET INCREASE FOR NEXT FISCAL YEAR**	9.77	7.01	10.14

* UNWEIGHTED DATA

** DATA WEIGHTED BY INFORMATION SYSTEMS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 2D
PERCENT OF COMPANY NET SALES ALLOCATED TO IS DEPARTMENT (LIST OF RESPONSES)

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)								
	$ 50-99	$ 100-249		$ 250-499		$ 500-999		$ 1 BILLION+	
RETAILERS	.26	.04	.10	.20	.22	.11	.19	.14	.15
	.39	.20	.37	.25	.27	.21	.22	.22	.24
	.49	.40		.30	.49	.25	.26	.24	.26
						.31	.34	.29	.35
						.36	.49	.39	.41
						.50	.53	.41	.42
						.87		.48	
WHOLESALERS	.20	.05		.17	.30	.20	.48	.32	.39
	.40			.39	.40	.60	.62	.40	.46
	.56			.60	.90	.64		.50	.54
								.54	

TABLE 2E
ACTUAL IS EXPENSE AS A PERCENT OF COMPANY SALES (LIST OF RESPONSES)

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)								
	$ 50-99	$ 100-249		$ 250-499		$ 500-999		$ 1 BILLION+	
RETAILERS	.19	.01	.04	.20	.22	.11	.15	.14	.17
	.26	.10	.20	.25	.26	.20	.20	.20	.23
	.41	.24	.37	.30	.39	.20	.23	.25	.28
	.42	.38				.24	.26	.32	.39
						.32	.33	.40	.41
						.34	.35	.47	
						.46	.47		
						.58			
WHOLESALERS	.23	.22		.17	.30	.16	.48	.30	.38
	.40			.33	.35	.60	.62	.46	.50
	.63			.40	.55	.64		.53	.56
				.92					

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 2F
EXPECTED INCREASE IN BUDGET FOR IS ITEMS NEXT FISCAL YEAR (LIST OF RESPONSES)

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)									
	$ 50-99		$ 100-249		$ 250-499		$ 500-999		$ 1 BILLION+	
RETAILERS	2.0		0.0	.1	3.0	10.0	.2	.2	.1	4.5
	5.0		5.0	5.0	10.0	15.0	1.0	1.0	5.1	8.0
	5.0		5.0	12.0	22.5		5.0	5.0	10.0	10.0
	5.0		15.0	50.0			5.5	8.0	10.0	10.0
							10.0	10.0	10.0	15.0
							10.0	12.2	15.0	18.0
							15.0	15.0		
							15.0	20.0		
							20.0	37.0		
							43.0			
WHOLESALERS	.9		7.0		0.0	4.0	2.0	15.0	0.0	8.0
	5.0				5.0	5.0	16.0		10.0	10.0
	10.0				10.0	10.0			10.0	12.0
					13.0				12.0	

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 3A
PERCENTAGE OF TIME ALLOCATED TO IS ACTIVITIES
--ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	78	7	14	14	26	17
INTERNAL IS PROJECTS	14.7	6.7	13.3	6.4	25.7	11.9
MAINTENANCE AND PROBLEM-SOLVING	30.3	59.5	45.5	43.8	27.5	27.9
NEW APPLICATIONS/MAJOR ENHANCEMENTS	54.0	33.9	41.0	48.4	46.4	59.0
OTHER	1.0	0	.1	1.4	.3	1.3

NOTE: DATA WEIGHTED BY TOTAL NUMBER OF SYSTEMS EMPLOYEES

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 3B
PERCENTAGE OF TIME ALLOCATED TO IS ACTIVITIES --RETAILERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	58	4	13	9	20	12
INTERNAL IS PROJECTS	12.8	3.4	11.0	3.7	13.5	14.3
MAINTENANCE AND PROBLEM-SOLVING	30.6	66.2	46.0	46.8	31.6	25.9
NEW APPLICATIONS/MAJOR ENHANCEMENTS	55.5	30.3	42.9	49.5	54.4	58.3
OTHER	1.1	0	.1	0	.5	1.6

TABLE 3C
PERCENTAGE OF TIME ALLOCATED TO IS ACTIVITIES --WHOLESALERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)	
	AVERAGE	$ 50-499	$ 500 +
TOTAL COMPANIES	20	9	11
INTERNAL IS PROJECTS	19.2	15.8	19.5
MAINTENANCE AND PROBLEM-SOLVING	29.7	36.7	28.9
NEW APPLICATIONS/MAJOR ENHANCEMENTS	50.5	43.5	51.3
OTHER	.6	3.9	.2

NOTE: DATA WEIGHTED BY TOTAL NUMBER OF SYSTEMS EMPLOYEES

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 4A
PERSONAL COMPUTERS
--ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
ARE PCS ACQUIRED UNDER IS APPROVAL?						
TOTAL	84	6	15	16	26	21
ALL	61.9	50.0	46.7	50.0	57.7	90.5
SOME	27.4	33.3	33.3	37.5	30.8	9.5
NONE	10.7	16.7	20.0	12.5	11.5	
ARE PCS LINKED TO THE MAINFRAME?						
TOTAL	85	6	15	17	26	21
ALL	8.2	16.7	20.0		7.7	4.8
SOME	57.6	66.7	33.3	52.9	57.7	76.2
NONE	34.1	16.7	46.7	47.1	34.6	19.0
DOES COMPANY HAVE A FORMAL POLICY FOR PC AQUISITION?						
TOTAL	85	6	15	17	26	21
YES	51.8	33.3	26.7	35.3	46.2	95.2
NO	48.2	66.7	73.3	64.7	53.8	4.8
WHO CONTROLS ACQUISITION OF PC SOFTWARE?						
TOTAL	79	6	15	15	24	19
IS DEPARTMENT	59.5	50.0	33.3	60.0	54.2	89.5
USERS	32.9	16.7	53.3	40.0	37.5	10.5
OTHER	7.6	33.3	13.3		8.3	
DOES COMPANY HAVE A PHYSICAL SECURITY POLICY FOR PCS?						
TOTAL	83	6	15	16	25	21
YES	28.9		26.7	31.3	24.0	42.9
NO	71.1	100.0	73.3	68.8	76.0	57.1
DOES COMPANY HAVE A DATA SECURITY POLICY FOR PCS?						
TOTAL	83	6	15	16	25	21
YES	32.5	16.7	40.0	25.0	16.0	57.1
NO	67.5	83.3	60.0	75.0	84.0	42.9

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 4B
PERSONAL COMPUTERS
--RETAILERS

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)					
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
ARE PCS ACQUIRED UNDER IS APPROVAL?						
TOTAL	61	3	14	10	20	14
ALL	60.7	66.7	42.9	50.0	55.0	92.9
SOME	27.9	33.3	35.7	30.0	35.0	7.1
NONE	11.5		21.4	20.0	10.0	
ARE PCS LINKED TO THE MAINFRAME?						
TOTAL	61	3	14	10	20	14
ALL	9.8		21.4		10.0	7.1
SOME	55.7	100.0	28.6	50.0	55.0	78.6
NONE	34.4		50.0	50.0	35.0	14.3
DOES COMPANY HAVE A FORMAL POLICY FOR PC AQUISITION?						
TOTAL	61	3	14	10	20	14
YES	50.8	33.3	28.6	30.0	45.0	100.0
NO	49.2	66.7	71.4	70.0	55.0	
WHO CONTROLS ACQUISITION OF PC SOFTWARE?						
TOTAL	58	3	14	10	19	12
IS DEPARTMENT	60.3	66.7	28.6	70.0	52.6	100.0
USERS	32.8		57.1	30.0	42.1	
OTHER	6.9	33.3	14.3		5.3	
DOES COMPANY HAVE A PHYSICAL SECURITY POLICY FOR PCS?						
TOTAL	60	3	14	10	19	14
YES	28.3		28.6	40.0	15.8	42.9
NO	71.7	100.0	71.4	60.0	84.2	57.1
DOES COMPANY HAVE A DATA SECURITY POLICY FOR PCS?						
TOTAL	60	3	14	10	19	14
YES	31.7	33.3	35.7	30.0	15.8	50.0
NO	68.3	66.7	64.3	70.0	84.2	50.0

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 4C
PERSONAL COMPUTERS
--WHOLESALERS

	AVERAGE	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS) $ 50-499	$ 500 +
ARE PCS ACQUIRED UNDER IS APPROVAL?			
TOTAL	23	10	13
ALL	65.2	50.0	76.9
SOME	26.1	40.0	15.4
NONE	8.7	10.0	7.7
ARE PCS LINKED TO THE MAINFRAME?			
TOTAL	24	11	13
ALL	4.2	9.1	
SOME	62.5	54.5	69.2
NONE	33.3	36.4	30.8
DOES COMPANY HAVE A FORMAL POLICY FOR PC AQUISITION?			
TOTAL	24	11	13
YES	54.2	36.4	69.2
NO	45.8	63.6	30.8
WHO CONTROLS ACQUISITION OF PC SOFTWARE?			
TOTAL	21	9	12
IS DEPARTMENT	57.1	44.4	66.7
USERS	33.3	44.4	25.0
OTHER	9.5	11.1	8.3
DOES COMPANY HAVE A PHYSICAL SECURITY POLICY FOR PCS?			
TOTAL	23	10	13
YES	30.4	10.0	46.2
NO	69.6	90.0	53.8
DOES COMPANY HAVE A DATA SECURITY POLICY FOR PCS?			
TOTAL	23	10	13
YES	34.8	20.0	46.2
NO	65.2	80.0	53.8

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 5A
PERCENTAGE OF IS EXPENSES IN EACH OF THE FOLLOWING AREAS --ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	62	7	8	12	16	19
WAGES AND SALARIES	42.2	38.5	40.1	39.8	37.9	43.2
EMPLOYEE FRINGE BENEFITS	7.2	5.6	6.0	7.7	7.4	7.2
EQUIPMENT (RENTAL, MAINTENANCE AND DEPRECIATION)	27.6	35.1	34.6	27.1	29.6	27.0
SOFTWARE RENTAL, AMORTIZATION	5.0	3.8	4.8	5.0	6.3	4.9
VOICE AND DATA COMMUNICATIONS	3.4	.9	.5	1.0	3.8	3.6
SERVICE BUREAUS	.3	.1	2.9	.8	.8	.1
OUTSIDE PROFESSIONAL SERVICES	1.5	1.4	2.2	2.4	1.8	1.4
EDUCATION, TRAINING	.9	.8	1.0	1.2	1.0	.8
SUPPLIES	7.7	9.7	6.3	9.5	8.3	7.4
OVERHEAD	2.5	.8	.4	3.1	2.1	2.6
DISASTER RECOVERY	.2	.1	0	.4	0	.2
OTHER	1.4	3.2	1.6	2.0	1.0	1.3

NOTE: DATA WEIGHTED BY IS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 5B
PERCENTAGE OF IS EXPENSES IN EACH OF THE FOLLOWING AREAS --RETAILERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	39	4	7	5	11	12
WAGES AND SALARIES	42.4	38.1	41.2	34.8	38.6	43.3
EMPLOYEE FRINGE BENEFITS	6.9	4.7	6.0	8.9	7.0	6.9
EQUIPMENT (RENTAL, MAINTENANCE AND DEPRECIATION)	27.2	35.9	33.6	26.0	28.2	26.7
SOFTWARE RENTAL, AMORTIZATION	5.2	4.7	4.4	7.6	7.4	4.8
VOICE AND DATA COMMUNICATIONS	4.0	1.2	.5	1.7	2.4	4.4
SERVICE BUREAUS	.3	.1	3.4	2.2	0	.2
OUTSIDE PROFESSIONAL SERVICES	1.8	1.3	2.5	4.9	2.7	1.6
EDUCATION, TRAINING	.9	.8	1.0	1.4	1.0	.8
SUPPLIES	7.8	9.7	6.4	7.9	9.0	7.6
OVERHEAD	2.2	.1	.5	3.5	2.0	2.3
DISASTER RECOVERY	.1	.1	0	.9	0	.1
OTHER	1.2	3.3	.5	.2	1.6	1.1

NOTE: DATA WEIGHTED BY IS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 5C
PERCENTAGE OF IS EXPENSES IN EACH OF THE FOLLOWING AREAS --WHOLESALERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)	
	AVERAGE	$ 50-499	$ 500 +
TOTAL COMPANIES	23	11	12
WAGES AND SALARIES	41.9	42.4	41.8
EMPLOYEE FRINGE BENEFITS	7.8	7.1	7.9
EQUIPMENT (RENTAL, MAINTENANCE AND DEPRECIATION)	28.5	28.6	28.5
SOFTWARE RENTAL, AMORTIZATION	4.7	3.1	4.9
VOICE AND DATA COMMUNICATIONS	2.3	.4	2.6
SERVICE BUREAUS	.3	0	.3
OUTSIDE PROFESSIONAL SERVICES	.8	.9	.8
EDUCATION, TRAINING	.9	1.0	.8
SUPPLIES	7.4	10.3	7.0
OVERHEAD	3.2	2.8	3.2
DISASTER RECOVERY	.2	0	.3
OTHER	1.8	3.3	1.6

NOTE: DATA WEIGHTED BY IS EXPENSE BUDGET

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 6A
PERCENTAGE OF COMPANIES WITH EACH OF THE FOLLOWING IS ACTIVITIES --ALL COMPANIES

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)					
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL	86	7	15	17	26	21
ACTIVE POST IMPLEMENTATION REVIEW PROCESS	46.5	28.6	40.0	41.2	38.5	71.4
TOTAL	86	7	15	17	26	21
FORMAL DISASTER RECOVERY PLAN	26.7	14.3	26.7	17.6	15.4	52.4
TOTAL	23	1	4	3	4	11
PLAN THAT HAS BEEN TESTED	16.3		20.0		7.7	42.9
TOTAL	86	7	15	17	26	21
SENIOR MGT STEERING COMMITTEE	73.3	71.4	46.7	70.6	80.8	85.7
TOTAL	86	7	15	17	26	21
INTERNAL EDP AUDITORS	22.1			11.8	23.1	52.4
TOTAL	83	6	13	17	26	21
INVOLVEMENT WITH TESTING OR INSTALLING DIRECT PRODUCT PROFITABILITY	25.3		7.7	23.5	26.9	42.9
WHERE DPP IS RUN:						
TOTAL	21	0	1	4	7	9
PC	42.9			25.0	57.1	44.4
MAINFRAME	38.1		100.0	50.0	28.6	33.3
BOTH	19.0			25.0	14.3	22.2

NOTE: UNWEIGHTED DATA
SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 6B
PERCENTAGE OF COMPANIES WITH EACH OF THE FOLLOWING IS ACTIVITIES --RETAILERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL	62	4	14	10	20	14
ACTIVE POST IMPLEMENTATION REVIEW PROCESS	53.2	25.0	42.9	50.0	45.0	85.7
TOTAL	62	4	14	10	20	14
FORMAL DISASTER RECOVERY PLAN	29.0	25.0	28.6	20.0	20.0	50.0
TOTAL	18	1	4	2	4	7
PLAN THAT HAS BEEN TESTED	17.7		21.4		10.0	42.9
TOTAL	62	4	14	10	20	14
SENIOR MGT STEERING COMMITTEE	74.2	75.0	50.0	70.0	75.0	100.0
TOTAL	62	4	14	10	20	14
INTERNAL EDP AUDITORS	27.4			20.0	25.0	71.4
TOTAL	59	3	12	10	20	14
INVOLVEMENT WITH TESTING OR INSTALLING DIRECT PRODUCT PROFITABILITY	30.5		8.3	30.0	30.0	57.1
WHERE DPP IS RUN:						
TOTAL	18	0	1	3	6	8
PC	50.0			33.3	66.7	50.0
MAINFRAME	27.8		100.0	33.3	16.7	25.0
BOTH	22.2			33.3	16.7	25.0

NOTE: UNWEIGHTED DATA
SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 6C
PERCENTAGE OF COMPANIES WITH EACH OF THE FOLLOWING IS ACTIVITIES --WHOLESALERS

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)	
	AVERAGE	$ 50-499	$ 500 +
TOTAL	24	11	13
ACTIVE POST IMPLEMENTATION REVIEW PROCESS	29.2	27.3	30.8
TOTAL	24	11	13
FORMAL DISASTER RECOVERY PLAN	20.8	9.1	30.8
TOTAL	5	1	4
PLAN THAT HAS BEEN TESTED	12.5		23.1
TOTAL	24	11	13
SENIOR MGT STEERING COMMITTEE	70.8	63.6	76.9
TOTAL	24	11	13
INTERNAL EDP AUDITORS	8.3		15.4
TOTAL	24	11	13
INVOLVEMENT WITH TESTING OR INSTALLING DIRECT PRODUCT PROFITABILITY	12.5	9.1	15.4
WHERE DPP IS RUN:			
TOTAL	3	1	2
PC			
MAINFRAME	100.0	100.0	100.0
BOTH			

NOTE: UNWEIGHTED DATA
SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 7A
EXPERIENCE WITH SELECTED TECHNOLOGIES
(PERCENTAGE OF COMPANIES RESPONDING IN EACH CATEGORY)
--ALL COMPANIES

	EVALUATION	DEVELOPMENT	LIMITED USE	ADVANCED USE	TOTAL COMPANIES
INFORMATION CENTER	42.4	12.1	25.8	19.7	66 100.0
DATA BASE	38.6	5.7	22.9	32.9	70 100.0
DISTRIBUTION PROCESSING BETWEEN DIVISIONS	29.8	8.8	35.1	26.3	57 100.0
DISTRIBUTION PROCESSING IN-STORE	32.2	10.2	35.6	22.0	59 100.0
MICRO-FICHE	20.0		44.3	35.7	70 100.0
LASER PRINTING	60.0	1.5	15.4	23.1	65 100.0
COMPUTER GRAPHICS	38.5	15.4	41.5	4.6	65 100.0
PERSONAL COMPUTERS WITH MAINFRAME CONNECTION	28.0	20.0	38.7	13.3	75 100.0
4TH GENERATION LANGUAGE	59.3	6.8	13.6	20.3	59 100.0
ATM/EFT	61.7	10.0	21.7	6.7	60 100.0
UCS	86.0	8.8	3.5	1.8	57 100.0
OFFICE AUTOMATION	36.9	16.9	35.4	10.8	65 100.0

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 7B
EXPERIENCE WITH SELECTED TECHNOLOGIES
(PERCENTAGE OF COMPANIES RESPONDING IN EACH CATEGORY)
--RETAILERS

	EVALUATION	DEVELOPMENT	LIMITED USE	ADVANCED USE	TOTAL COMPANIES
INFORMATION CENTER	44.4	11.1	20.0	24.4	45 100.0
DATA BASE	40.8	4.1	24.5	30.6	49 100.0
DISTRIBUTION PROCESSING BETWEEN DIVISIONS	30.0	10.0	27.5	32.5	40 100.0
DISTRIBUTION PROCESSING IN-STORE	36.4	6.8	34.1	22.7	44 100.0
MICRO-FICHE	23.1		42.3	34.6	52 100.0
LASER PRINTING	59.6	2.1	17.0	21.3	47 100.0
COMPUTER GRAPHICS	36.7	12.2	46.9	4.1	49 100.0
PERSONAL COMPUTERS WITH MAINFRAME CONNECTION	30.4	14.3	42.9	12.5	56 100.0
4TH GENERATION LANGUAGE	62.5	7.5	7.5	22.5	40 100.0
ATM/EFT	60.9	10.9	19.6	8.7	46 100.0
UCS	85.7	7.1	4.8	2.4	42 100.0
OFFICE AUTOMATION	36.7	18.4	30.6	14.3	49 100.0

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 7C
EXPERIENCE WITH SELECTED TECHNOLOGIES
(PERCENTAGE OF COMPANIES RESPONDING IN EACH CATEGORY)
--WHOLESALERS

	EVALUATION	DEVELOPMENT	LIMITED USE	ADVANCED USE	TOTAL COMPANIES
INFORMATION CENTER	38.1	14.3	38.1	9.5	21 100.0
DATA BASE	33.3	9.5	19.0	38.1	21 100.0
DISTRIBUTION PROCESSING BETWEEN DIVISIONS	29.4	5.9	52.9	11.8	17 100.0
DISTRIBUTION PROCESSING IN-STORE	20.0	20.0	40.0	20.0	15 100.0
MICRO-FICHE	11.1		50.0	38.9	18 100.0
LASER PRINTING	61.1		11.1	27.8	18 100.0
COMPUTER GRAPHICS	43.8	25.0	25.0	6.3	16 100.0
PERSONAL COMPUTERS WITH MAINFRAME CONNECTION	21.1	36.8	26.3	15.8	19 100.0
4TH GENERATION LANGUAGE	52.6	5.3	26.3	15.8	19 100.0
ATM/EFT	64.3	7.1	28.6		14 100.0
UCS	86.7	13.3			15 100.0
OFFICE AUTOMATION	37.5	12.5	50.0		16 100.0

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 8A
RESPONSIBILITIES OF IS DEPARTMENT **
--ALL COMPANIES

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	86	7	15	17	26	21
MAIL ROOM	8.1		6.7	5.9	11.5	9.5
WORD PROCESSING	40.7	14.3	26.7	11.8	53.8	66.7
VOICE	30.2	14.3	20.0	5.9	30.8	61.9
PERSONAL COMPUTERS	75.6	85.7	53.3	70.6	76.9	90.5

** MULTIPLE RESPONSES ACCEPTED

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 8B
RESPONSIBILITIES OF IS DEPARTMENT **
--RETAILERS

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)					
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	62	4	14	10	20	14
MAIL ROOM	11.3		7.1	10.0	15.0	14.3
WORD PROCESSING	41.9	25.0	28.6	20.0	55.0	57.1
VOICE	30.6	25.0	21.4	10.0	25.0	64.3
PERSONAL COMPUTERS	75.8	100.0	50.0	80.0	75.0	92.9

TABLE 8C
RESPONSIBILITIES OF IS DEPARTMENT **
--WHOLESALERS

	TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)		
	AVERAGE	$ 50-499	$ 500 +
TOTAL COMPANIES	24	11	13
MAIL ROOM			
WORD PROCESSING	37.5		69.2
VOICE	29.2		53.8
PERSONAL COMPUTERS	75.0	63.6	84.6

** MULTIPLE RESPONSES ACCEPTED

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 9
NUMBER OF RESPONDENTS BY SIZE AND TYPE OF COMPANY

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL COMPANIES	86	7	15	17	26	21
RETAILERS	62	4	14	10	20	14
WHOLESALERS	24	3	1	7	6	7

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

TABLE 10
AVERAGE NUMBER OF INFORMATION SYSTEMS EMPLOYEES (EXCLUDING DATA ENTRY) BY SIZE AND TYPE OF COMPANY

		TOTAL ANNUAL COMPANY SALES (IN MILLIONS OF DOLLARS)				
	AVERAGE	$ 50-99	$ 100-249	$ 250-499	$ 500-999	$ 1 BILLION+
TOTAL	57.1	12.7	7.7	26.8	37.9	152.6
RETAILERS	52.9	16.8	7.4	28.6	30.1	158.6
WHOLESALERS	68.8	7.3	11.0	23.0	63.8	140.6

NOTE: UNWEIGHTED DATA

SOURCE: INFORMATION SYSTEMS STUDY, FOOD MARKETING INSTITUTE, 1985

QUESTIONNAIRE

PART I

INFORMATION SYSTEMS SURVEY - 1985

Each year, FMI conducts a survey on the information system (IS) activities of member companies. The purpose of the survey is to provide executives, responsible for information systems, with current statistics that will be helpful in assessing the performance of their own company's operation.

In responding to this survey, please:

- o Answer as many questions as possible.
- o Include information relating only to wholesale or retail food operations. Exclude where possible, information systems supporting other lines of business.

All data will be held in strict confidence. If you have any questions please call FMI's research department at 202-452-8444.

INFORMATION SYSTEMS DEPARTMENT STAFFING

1. Please provide the number of employees in your company directly involved in the information systems function. You may use fractional allocations where appropriate. (Employees listed in Question 1 will typically be part of the IS department/division, not a user group.)

	Number of Employees in Information Systems Department
IS Administration	
General Administration	_____
Systems	
Administration & Management	_____
Data Base/Data Administration	_____
Project Management	_____
Development (Analyst/Programmers)	_____
Technical Support	_____
Other	_____
Total Systems	_____
Operations	
Administration, Management, Supervision	_____
Operations	_____
Other	_____
Total Operations	_____
Additional Support Areas	
Store Systems Support	_____
Scanning Support	_____
Information Center	_____
Help Desk	_____
Data Security	_____
Telecommunications Voice	_____
Telecommunications Data	_____
Other	_____
Total Additional Support Areas	_____
TOTAL EMPLOYEES, Excluding Data Entry	_____
Total Data Entry	_____

INFORMATION SYSTEMS DEPARTMENT BUDGET

2. For this fiscal year please provide the percent of your total company information systems expense budget allocated to each of the following areas. Please exclude all equipment and maintenance costs for in-store systems. (Please give percents as two-digit numbers, i.e. twelve percent = 12%)

Wages and Salaries	___ ___ ___%
Employee Fringe Benefits	___ ___ ___%
Equipment:	
Rental	___ ___ ___%
Maintenance	___ ___ ___%
Depreciation	___ ___ ___%
Software Rental, Amortization	___ ___ ___%
Voice Communications	___ ___ ___%
Data Communications	___ ___ ___%
Service Bureaus	___ ___ ___%
Outside Professional Services	___ ___ ___%
Education, Training.	___ ___ ___%
Supplies	___ ___ ___%
Overhead (occupancy, copies, printing)	___ ___ ___%
Disaster Recovery	___ ___ ___%
Other	___ ___ ___%
TOTAL	1 0 0 %

3. Please provide the following IS expense budget numbers for this fiscal year. (Please give percents as two-digit numbers, i.e., twelve percent = 12%, one tenth of one percent = .10%)

a. Dollars of total company expense budget allocated for IS wages and salaries (excluding benefits) ..... $_____

b. Dollars of total company expense budget for all IS items covered in Q2 above ..... $_____

c. Percent of company net sales allocated to the IS department for this fiscal year ..... _____%

d. Actual IS expense for most recently completed fiscal year as a percent of company net sales ..... _____%

e. Expected increase in budget for IS items next fiscal year ..... _____%

IS ACTIVITIES & TECHNOLOGY

4. What percent of systems development activity time is allocated to:

Internal IS projects (research, performance, improvement, etc.)	___ ___ ___%
Maintenance and problem-solving	___ ___ ___%
New applications/major enchancements	___ ___ ___%
Other (please list_____)	___ ___ ___%
	1 0 0 %

5. Do you have an active post implementation review process for new systems? ..... / /Yes / /No

6a. Do you have a formal disaster recovery plan that has been reviewed in the last 12 months? ..... / /Yes / /No

IF YOU ANSWERED YES TO 6A PLEASE ANSWER 6B

6b. Have you tested the disaster recovery plan? ..... / /Yes / /No

7. Do you have a senior management steering committee for establishing project priorities? /_/Yes /_/No

8. Do you have internal EDP auditors within the company?..... /_/Yes /_/No

9. Is the IS department responsible for:

Mail Room	/_/Yes	/_/No
Word Processing	/_/Yes	/_/No
Voice.....	/_/Yes	/_/No
Personal Computers.....	/_/Yes	/_/No

10a. Has IS become involved in testing or installing direct product profitability?..... /_/Yes /_/No

IF YOU ANSWERED YES TO 10A PLEASE ANSWER 10B

10b. To date, where has direct product profitability been run?..... /_/PC
/_/Mainframe
/_/Both

11. Please check one box for each of the following technologies, indicating your company's level of experience for that technology.

	Level of Experience			
Technology	Evaluation	Development	Limited Use	Advanced Use
Information Center.....	/_/	/_/	/_/	/_/
Data Base.....	/_/	/_/	/_/	/_/
Distribution Processing, Between Divisions.....	/_/	/_/	/_/	/_/
Distribution Processing, In-Store.....	/_/	/_/	/_/	/_/
Micro-Fiche.....	/_/	/_/	/_/	/_/
Laser Printing.....	/_/	/_/	/_/	/_/
Computer Graphics.....	/_/	/_/	/_/	/_/
Personal Computers with Mainframe Connection.....	/_/	/_/	/_/	/_/
4th Generation Language.....	/_/	/_/	/_/	/_/
ATM/EFT.....	/_/	/_/	/_/	/_/
UCS.....	/_/	/_/	/_/	/_/
Office Automation.....	/_/	/_/	/_/	/_/

12. Personal computers

a. Are PCs acquired under IS approval? ..... /__/All /__/Some /__/None
b. Are PCs linked to the mainframe? ..... /__/All /__/Some /__/None
c. Do you have a formal policy for PC acquisition? ..... /__/Yes /__/No
d. Who controls acquisition of PC software? ..... /__/IS /__/Users /__/Other
e. Do you have a physical security policy for PCs? ..... /__/Yes /__/No
f. Do you have a data security policy for PCs? ..... /__/Yes /__/No

GENERAL INFORMATION

13. What were your total annual company food sales for your most recent fiscal year?

/__/Under $100 million
/__/$100 to $249 million
/__/$250 to $499 million
/__/$500 to $999 million
/__/$1 billion or more

14. Is your company primarily a food wholesaler or a retailer? ..... /__/Retailer /__/Wholesaler

15. How long did it take you to complete this survey? ..... _____ Hours

16. Do you think that this survey could be simplified? ..... /__/Yes /__/No

FMI INFORMATION SYSTEMS DIRECTORY
1985

The Directory provides company-by-company information on:

- Company Contact
- Processors
- Operating Systems
- DBMS
- Utilities & Operation Support Programs
- Proprietary Applications Software
- Productivity Aids
- POS Support Programs
- POS Applications Programs
- Major Projects in Active Development
- DASD Type
- DASD Access Methods
- Terminal Equipment
- TP Access Methods
- TP Monitors
- Language Compilers/ Processors
- POS Systems
- Order Entry Equipment

The supply is limited so order now to be assured of receiving your copy of FMI'S new Information Systems Directory. Please use the attached order form and be sure to enclose your remittance with the order. The price is $50.00 for FMI Members and $100.00 for Non-Members.

O R D E R F O R M

FMI INFORMATION SYSTEMS DIRECTORY
1985

PLEASE PRINT CLEARLY

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TITLE_____

COMPANY_____

ADDRESS_____

CITY/STATE/ZIP_____

Number of Copy(s)_____

$50.00 FMI Members
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PLEASE ADD 10% FOR SHIPPING AND HANDLING

Enclosed is my check in the amount of $_____ in prepayment of my order.

FMI ACCT. #9-506